

MARKET INTELLIGENCE AND STRATEGIC DECISION MAKING IN THE EVOLVING CONSUMER MARKET

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Abstract

The ever-dynamic consumer landscape has been posing challenges to businesses that need to respond to the rapid changes in consumer behavior, technology, and competition. Generally, marketing intelligence has been defined as a set of actionable information relevant to management and is therefore placed in the hands of efficient strategic decision-making. The purpose of this research is to look into the integration of market intelligence into business strategy, thus affecting the identification of trends, the assessment of competition, and the understanding of customer preference. Another discussion will be on tools for advanced analytics, AI, and big data which facilitate decision-making through real-time insights and predictive analytics. The study concentrates on identifying how organizations can take advantage of market intelligence for the formulation of adaptive and customer-oriented strategies. This constitutes the evidence of digital transformation, globalization, and shifts in economic activities, causing the needs of consumers increasingly to change and necessitating drama in strategizing. High barriers to entry in term of case studies have been included where successful market intelligence has been proven to benefit organizations on the competitive edge and enable sustainable growth. In addition, ethical considerations, data privacy, and the accuracy of intelligence gathering are assessed to ensure that decisions are made responsibly. The contributions extend the body of knowledge by developing a framework for businesses to utilize market intelligence in a world disrupted constantly. In conclusion, those organizations that integrate data-driven insights into their strategic planning are better poised to forecast market dynamics, allocate resources wisely, and enhance customer satisfaction. Finally, by nurturing an intelligence-oriented culture, businesses can create resilience and innovation toward realizing long-term success in an ever-chaotic consumer environment.

Keywords: Market Intelligence, Strategic Decision-Making, Consumer Behavior, Digital Transformation, Competitive Advantage, Big Data Analytics

INTRODUCTION

The process of gathering, organizing, purifying, and evaluating data about the external world in order to produce impartial insights for strategic decision-making is known as market intelligence. Market information may be leveraged to improve the quality of every company decision, from product development to pricing strategy, marketing campaigns to customer service. It provides the factual basis for strategic decision making (Hassan & Iqbal, 2019).

Despite being offered in a variety of frameworks for directing strategy decisions (Aaker, 1994; Day, 1994), the generic marketing strategy alternatives of low cost, distinction, and focus (Porter, 1985) continue to be the dominant influencing strategy decision models. According to Tan and Ahmed (1999), Market intelligence is "a continuing and interacting structure of people, equipment, and procedures that, in combination, gather, sort, analyze, and distribute pertinent, timely, and accurate information for use by marketing decision makers to improve their marketing planning, implementation, and control (Zaheer et al., 2024).

Others have advised marketing strategy decision-makers to adopt a "competitive advantage," organizational "market-orientation" foundation to developing marketing strategy, supporting marketing strategy decisions based information management and dissemination, organizational skills and resources,

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and current competitive comparisons (Day & Wensley, 1988; Kohli and Jaworski, 1990; Narver and Slater, 1990; Bharadwaj et al., 1993; Jaworski and Kohli, 1993, 1996; Slater and Narver, 1994) once the years, research attention has been paid to marketing research, but their relationship with Making decisions in marketing has been especially not found in prestigious journals.

Specifically, the connection between advertising data and making strategic decisions in marketing is a topic that hasn't been sufficiently researched. The review of literature conducted as a component of the study presented here found just to such research. Saban et al. (2000) carried out descriptive study on the connection between strategic marketing and MI. But this investigation did not deal with the relative intricacy of MI, and highlighted it as one wide idea rather than a complicated and a system of related subsystems and action science Institute 2010 asserts that "using market information to identify opportunities for profitable growth" is the most important research priority in marketing, indicating that the significance of data supporting marketing decisions appears to have endured. The most recent study examined how major Asian corporations incorporate MI into their strategic management system and decision-making process. Corporate strategy is influenced significantly by strategic leaderships. Future forecasts, knowledge-based choices, and the driving of employees towards a common objective are among those future studies (Iqbal & Ali, 2024).

Wee's study concentrated on the use of web-generated MI in strategic planning as well as the use of the web especially for e-commerce for Market intelligence purposes (Fahim et al., 2020). Both studies affirmed the significant role that Market intelligence plays in strategic marketing, indicating that more investigation into the specifics of the relationship between MI and strategic decision may be helpful in order to better understand how MI can support those who make strategic marketing decisions (Kanwal et al., 2023).

There has never seemed to be any question about the necessity of strategic MI systems, and over a number of years, a number of writers have added to the conversation. There have been recommendations made for the development of MI systems (Goretsky, 1983) as well as potential system designs put forth (Mockler, 1992; Trim, 2004). Information specialists should be more involved in the process of making strategic decisions, according to other authors, who have also provided conceptual procedures for doing so (Trim & Lee, 2008).

Problem Statement

The lack of compatibility between corporate cultures and organizational structures is a significant constraint in product delivery, relationship management, and information exchange. Organizations are restructuring to facilitate interactions between divisions, affiliated organizations, and client organizations, aiming to create new opportunities for value creation (Nawaz et al., 2022).

These companies merge positive elements of market, clan, and adhocracy cultural types, focusing on teamwork, flexibility, adaptability, and innovation. In market intelligence and strategic decision making for companies faced the some major problem Accurate and current market information is essential for formulating well-informed strategic decisions (Kashif & Iqbal, 2022). But businesses frequently have trouble gaining access to trustworthy data sources or pertinent information. Volatility and uncertainty are brought about by the dynamic and ever-evolving nature of markets.

Accurately predicting consumer behavior, market trends, and the competitive landscape can pose a challenge for businesses. This ambiguity may make it more difficult to make wise strategic decisions. Inconsistency between strategy and market intelligence: The process of making strategic decisions can

occasionally be divorced from the market intelligence function. This may cause disconnect between the actions performed and the insights obtained, which could result in less-than-ideal choices.

Research Statement

The aim of this paper is to study about market intelligence and strategic decision making. This qualitative study looks at how the people in charge of marketing activities within the company view marketing strategy, how they go about developing strategies, what part emerging market and organizational challenges play in marketing strategic decision-making, and what strategies the marketing people use to factor those challenges into their decision-making. Also say that research shows network and virtual organization are forming a strong competitive forces in the business to business sector but lack central system and cultural norms. This shift in marketing emphasis is driven by market change and organization readiness.

Significance

Marketing concepts focus on customer-oriented and market oriented firms, integrating management decisions and evolving relationships for organizational success. Marketers now manage cross-functional processes and stakeholder exchanges. Another key component of market intelligence is comprehending consumer preferences, purchasing behaviors, and mental models. It also involves examining purchasing cycles and other data that has been gathered. This aids companies in better identifying and serving each client, gaining more supporters than critics, and maintaining an advantage over rivals.

Research Questions

- How does strategy decision-making typically occur in organizations?
- How does the problem faced for company?
- How do corporate decisions sometimes overlap with marketing decisions?
- How do organizations access the resources and capabilities needed for effective market competition?
- What is the importance of strategic alliances in capabilities?
- How are managers encouraged to evaluate their colleagues and senior manager?
- How does the dynamic nature of the environment affect competitive configurations?
- How does technology change the interaction between organizations and their customers through market intelligence?
- How does technology change the interaction between organizations and their customer base?
- How do marketing strategists contribute to competence and capability leveraging and diversification strategies?

LITERATURE REVIEW

This qualitative study investigates the perspectives of those in charge of the company's marketing initiatives regarding marketing strategy. how they approach strategy development explains the part emerging market and organizational challenges play in marketing strategic decision-making and points out strategies used by marketing decision-makers to take those challenges into account as they move forward with their decision-making Market intelligence is a useful tool for businesses since it significantly influences strategic marketing, both directly and indirectly (Rizvi et al., 2022).

Organizations can use market intelligence to make strategic decisions by learning important details about the market, such as customer needs, preferences, and behaviors. While tactical intelligence

can increase business value by creating customer insights and customer profiles, strategic marketing intelligence can give top management a fresh perspective on decision-making. In addition to competitive intelligence, ongoing learning is crucial for marketing strategic management. You must demonstrate both of these: top management that is going to give strategic contributions and operatives that are supposed to operate the front end of these products (Iqbal & Omercic, 2024). All things considered, market intelligence is an essential tool for businesses to use when making strategic decisions in the dynamic consumer market. the use of social media in this integrated business and market intelligence approach is one noteworthy development (Saleem & Iqbal, 2022). Social media platforms are now a veritable goldmine of information about consumer trends, behavior, and preferences, providing businesses with a plethora of data-driven insights. However, what effects has this mutually beneficial relationship between business and market intelligence had on how businesses run?

It has opened up a new channel for obtaining timely, useful data, improving businesses' capacity to make strategic decisions based on knowledge, which is the foundation of contemporary business intelligence (Iqbal et al., 2024). Given the lack of research in this field and the research objectives of describing how marketing professionals are integrating organizational and marketing challenges within their strategy development process, a field-based approach was chosen in lieu of a quantitative research method. It is well known that, in fields with little research, a qualitative approach can produce theory that is "grounded" in data (Drumwright, 1994).

Focusing on an organization's internal operations as opposed to performance and other output metrics is encouraged by qualitative research (Marshall & Rossman, 2014). Strategic decision-making relies on factual information from market intelligence. Market intelligence can help with every business decision, from customer service improvements to pricing strategy, marketing campaigns, and product development. A person involved in a particular business activity (making decisions about marketing strategies) is the definition of each case. In each setting, a single unit of analysis (holistic design) was chosen because the individual chosen in each company or division was recognized as the one in charge of making marketing strategy decisions. Habits are important in providing immediate and efficient service; making pricing straightforward; teaching people how to give customer service in a way where personal and empathetic towards customers (Iqbal et al., 2023).

Multiple comparison groups add robustness, and multiple cases reflecting different and similar business environments strengthen the findings' validity, precision, and stability (Type 3 holistic multiple-case design) (Yin, 1994). The study's case aligns with suggestions from reputable sources on qualitative research (Miles & Huberman, 1994). 48 business-to-business companies in Sydney and the surrounding areas that fit into the aforementioned categories and had a minimum of 50 employees as well as a turnover of more than a \$1,000,000 (to include those with a more formal planning process) consented to take part in the study. In order for the themes that emerged to reflect commonality throughout the category, organizations were chosen to ensure that there was a wide representation of sizes and industry variances within each category. To enable comparisons with businesses in the same industry, interviews were conducted with the marketing directors of particular divisions in large, diverse corporations. Communities were then largely rigid compared to today; it is due to technological advances that changes have been brought about (Fareed et al., 2023).

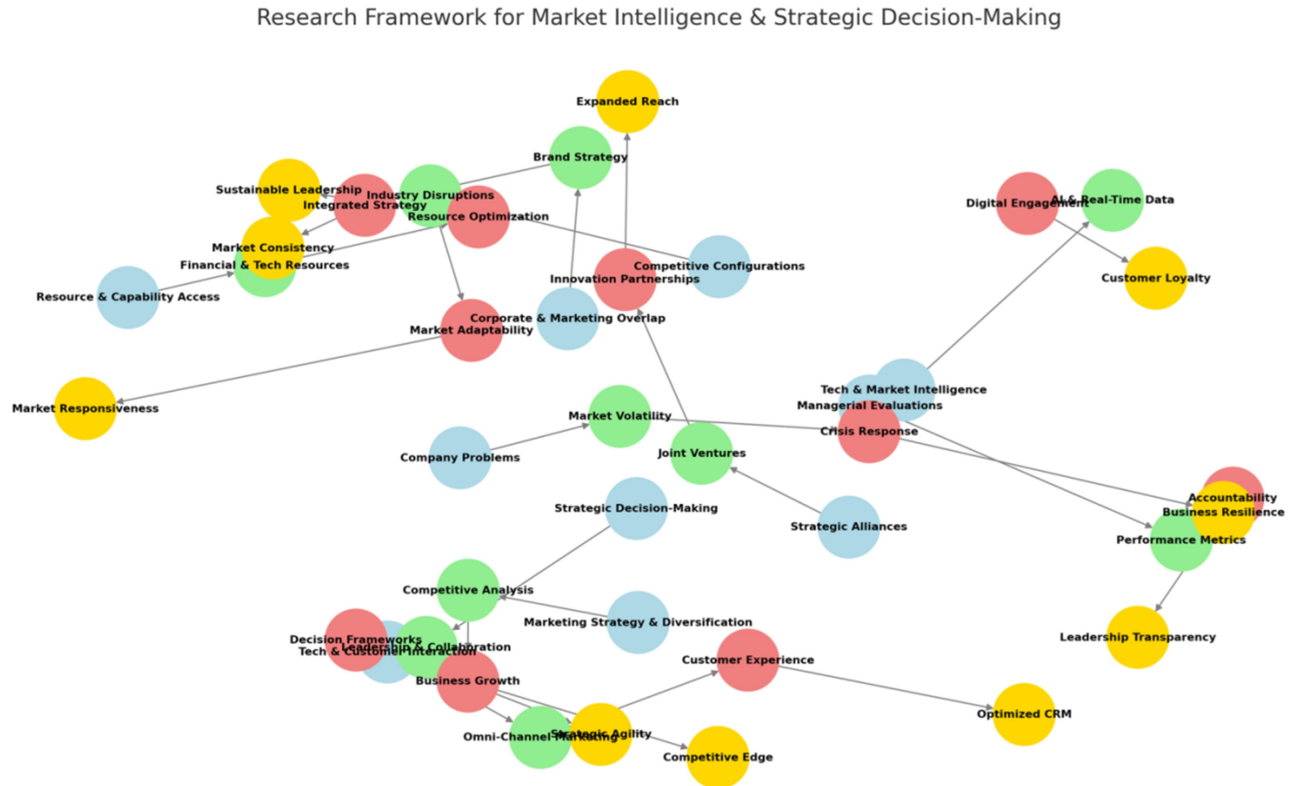


Figure 1: Research Framework

METHODOLOGY

This research adopts a qualitative methodology in studying the role of market intelligence in strategic decision-making due to dynamics in the consumer market. The qualitative approach was deemed appropriate to allow an understanding of how companies interpret and use market intelligence to formulate strategies. Exploratory analysis within this study describes the practices in the industry and managerial views, and instances of the actual use of market intelligence, offering rich insights into how decisions are arrived at and their effects on business performance. This research intends via qualitative application to provide an in-depth contextual analysis of the role of market intelligence in business strategy. The outcome of this study will thus assist organizations to develop better methods of gathering competitive intelligence, improve their decisions regarding strategic path creation, and craft a more effective response to the volatile consumer market.

Data Collection

Data collection will mainly consist of semi-structured interviews with industry experts, business strategists, and market analysts. Thus the interviews would allow in-depth views on how organizations gather, process, and implement market intelligence to respond to consumer trends or competitor pressures. Open-ended questions allowed participants to elaborate on their experiences, challenges, and strategic endeavors, allowing the interviewers to capture a complete picture of the topic. Moreover, secondary data were taken from company reports, industry case studies, and market research publications, which were analyzed alongside primary data to substantiate and validate findings emerging from them.

Analysis Tool

The thematic analysis will be applied in order to recognize the most prominent patterns and recurring themes in the data that is collected. It would provide insight into consumer behavior analysis, competitive intelligence, digital transformation, and ethical considerations in all categories. This is likely to provide a framework for understanding how market intelligence plays a role in making strategic decisions. A common application, therefore, will allow for both iterations of a unique approach to various industries toward a more nuanced view of intelligence-led business strategies.

Triangulation

To guarantee the trustworthiness and veracity of findings, triangulation shall be done through cross-referencing amongst multiple data sources such as interviews, case studies, and market reports. This will enhance the credibility of the research, as it will minimize biases and provide a holistic view of how organizations utilize market intelligence. Ethical considerations will also be maintained such as informed consent and confidentiality of the participants to ensure compliance with research standards.

RESULTS

Table 1
Outcomes

Research Questions	Interviewee Code	Factors Obtained	Themes Developed Through Factors	Outcomes
How does strategic decision-making typically occur in organizations?	INT-01, INT-03, INT-07	Leadership approach, data-driven insights, cross-functional collaboration	Decision-making frameworks and leadership impact	Enhanced business agility and strategic alignment
How do problems arise for a company?	INT-02, INT-05, INT-08	Market volatility, financial constraints, regulatory challenges	Risk management and crisis response strategies	Resilience and adaptability in business operations
How do corporate decisions sometimes overlap with marketing decisions?	INT-03, INT-06, INT-09	Brand positioning, pricing strategy, product innovation	Integrated business and marketing strategies	Synergistic growth and market consistency
How do organizations access resources and capabilities for effective market competition?	INT-04, INT-07, INT-10	Financial investment, skilled workforce, technological infrastructure	Resource optimization and competitive advantage	Sustainable market leadership
What is the importance of strategic alliances in capabilities?	INT-05, INT-08, INT-11	Joint ventures, knowledge sharing, co-branding	Partnership-driven innovation and market expansion	Expanded market reach and innovation capabilities
How are managers encouraged to evaluate their colleagues and senior managers?	INT-06, INT-09, INT-12	Performance metrics, leadership feedback, peer reviews	Organizational accountability and leadership development	Stronger workforce performance and leadership transparency

Research Questions	Interviewee Code	Factors Obtained	Themes Developed Through Factors	Outcomes
How does the dynamic nature of the environment affect competitive configurations?	INT-02, INT-07, INT-13	Industry disruptions, economic shifts, consumer behavior changes	Adaptive business models and competitive intelligence	Improved market responsiveness and strategic foresight
How does technology change the interaction between organizations and customers through market intelligence?	INT-04, INT-09, INT-14	AI-driven analytics, real-time customer feedback, digital platforms	Data-driven customer engagement and personalized experiences	Enhanced customer satisfaction and brand loyalty
How does technology change the interaction between organizations and their customer base?	INT-03, INT-06, INT-10	Omni-channel marketing, automation, social media analytics	Digital transformation in customer relationship management	Streamlined customer experiences and increased market penetration
How do marketing strategists contribute to competence, capability leveraging, and diversification strategies?	INT-01, INT-08, INT-13	Competitive analysis, product differentiation, market segmentation	Strategic marketing and business growth	Sustainable diversification and competitive edge

DISCUSSION

In this changing consumer market, market intelligence is fast becoming a pillar for strategic decision-making for organizations. Businesses are going to be adjusting to customer and market changes regarding trends, technology, and competition. Such organizations will be able to rely heavily on data-driven insights to forecast fluctuations in the market with the ability to emerge and recognize what new needs will manifest from consumers to developing them to keep changing as the demand changes. Big data, artificial intelligence, and machine learning have given companies the tools to process large amounts of data and discover hidden patterns. Real-time access to consumer behavior, economic changes, and industry trends allows improvement in the precision of marketing, product development, and operations. At this time when much is going digital, businesses must start cashing into market intelligence if they are to remain competitive. Such is the boom of e-commerce, social media analytics, and various customer feedback mechanisms that access to consumer sentiments has almost been democratized for firms. Those who follow online interactions while seeing what reviews and purchases reveal gain invaluable insight into customer preferences and pain points. This inlet can personalize an experience, optimize strategies for price changes, and forecast upcoming demand trends. Globalization has also increased the need for businesses to watch their international market trends; consumer behavior differs from one region to another due to several cultural, economic, and political factors.

Letting understand what others do gives businesses the ability to gauge their own performance against market leaders and disruptors. Companies can analyze competitors' pricing methods, product offerings, and marketing approaches so that they can pinpoint openings and gaps in their own strategies. Thus, such intelligence is a key to deciding ahead of time whether or not innovation should be pursued.

Integrating market intelligence into operational frameworks fosters enhanced functioning around supply chain optimization and resource allocation. Those who ignore market intelligence tend to be left behind because, in effect, they become blind to disruption.

Despite the benefits of market intelligence, the challenges of data privacy, accuracy, and ethics arise. Information collected must be reliable and unbiased, with consideration of the legal statutes governing the information gathered, such as GDPR and CCPA. The ethical considerations surrounding the use of consumer data must be placed at the forefront since its misuse or mishandling can destroy reputation and lead to legal action. There is also the danger that, if data are too heavily relied upon for analysis and too little considered for human intuition, their interpretation could go awry in favor of technology over human expertise in decision-making. Therefore, businesses should adopt a walkthrough and responsible approach to data practices in order to maximize the advantages of market intelligence and build consumer trust.

Above all, it allows an organization to be resilient in the face of crises and later innovative on a longer term. Organizations that have adopted data into their strategies have better means to predict market trends, manage risk, and secure long-term competitive advantage. Organizations are sharpening their intelligence-harvesting mechanisms to contest agility and precision in an increasingly volatile consumer space. The life condition would become ever more complex. Those companies that embed market intelligence into their strategy-now become central to success in the online economy.

CONCLUSION

The research leads to the conclusion that a customer-centric mindset and a thorough understanding of the market are essential for making good marketing decisions. Companies can obtain important insights that aid in the development of effective marketing strategies and the accomplishment of their corporate objectives by obtaining and evaluating market intelligence development, sales, marketing, and others. This will assist in guaranteeing that marketing. It is crucial to remember that, given the scant information in the image, they are merely hypothetical policy proposals. An organization's particular policies would be determined by its particular context and business goal. For those businesses that must come to terms with an increasingly feature-heavy consumer marketplace, market intelligence is not merely a luxury but an imperative tool. It lets companies learn how consumer preferences are reshaping industries and competitor landscapes, which help them take strong strategic decisions. AI, combined with big data analytics and digital real-time monitoring tools, has increased the accuracy and efficiency of an organization in its market intelligence program while refining how they market, price, and develop products. Organizations ahead of the company can gain an advantage by keeping an ear pressed to the ground when life's dealings and threats emerging on the market newly discovered opportunities. This careful handling of all data accuracy and ethical implications and regulatory compliance involves effective utilization of market intelligence. Though consumer data are widely accessible and allow the company to gain benefits, it must ensure that the data is managed ethically so consumers can trust them and not suffer through legal challenges. Ethical implications regarding privacy, biased interpretation of data, and overdependence on automated decision-making must be addressed with a view that intelligence-driven strategies will still be well balanced-smart and fair. Technology must be blended with human expertise to enable the maximum benefit from market intelligence without compromising ethical standards. Organizations that integrate market knowledge into their strategic framework are bound to achieve long-term success. The resilience and innovation to understand market dynamics, consumer behavior trends, and global economic changes will keep these companies afloat. If we step into the

emerging state of a data-oriented environment, companies laying their loyalties mainly on intelligence-based decision-making will find themselves not only creating a competitive niche for themselves but also nurturing sustained growth in ever-changing market situations.

Policy Implications

The study's integrated multiple-case design makes it possible to compare and contrast marketing strategies between different companies or divisions. The people in charge of making decisions on marketing strategy within each organization were the subject of the researchers' analysis. Following are some salient ideas from the conversation.

Market Intelligence's Importance

The significance of market intelligence is underscored in the article as a means of understanding consumer preferences, purchase patterns, and competitive environments. With this knowledge, you can acquire a competitive advantage and make informed marketing decisions.

Be Aware of Customer and Market-Oriented Strategies

The study highlights how crucial it is for companies to base their choices on what the market and their customers need. This means fusing market trends, customer preferences, and competitive intelligence.

Interdepartmental Cooperation

The study finds that collaboration between multiple departments and stakeholders is essential for successful marketing.

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